

**CHAIRMAN'S
JOINT TRAINING POLICY
AND GUIDANCE FOR
THE ARMED FORCES OF THE
UNITED STATES**



**JOINT STAFF
WASHINGTON, D.C. 20318-9999**

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31 October 2003

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JOINT TRAINING POLICY AND GUIDANCE FOR THE ARMED FORCES OF
THE UNITED STATES

References(s): See Enclosure E

1. Purpose. This instruction establishes Chairman of the Joint Chiefs of Staff (CJCS) policy and guidance for planning and conducting joint training.

2. Cancellation. CJCS Instructions (CJCSI) 3500.01B, 1 Dec 1999, "Joint Training Policy for the Armed Forces of the United States," and CJCSI Joint Training Master Plan for the Armed Forces of the United States, 3500.02C, 14 August 2000 are canceled.

3. Applicability. This CJCSI applies to the combatant commands (COCOMs), combat support agencies, Services, Joint Staff, and joint organizations responsive to the Chairman of the Joint Chiefs of Staff (CJCS). It guides joint commanders in developing joint training programs for their assigned staffs, component forces and staffs, and assigned forces to support capabilities-based readiness. As such, this instruction will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise.

4. Policy and Guidance. See enclosures A through D

5. Definitions. See Glossary Part II

6. Responsibilities. See Enclosure C

7. Summary of Changes. To be determined.

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ENCLOSURE A

INTRODUCTION

"The lesson of [the war in Afghanistan] is that effectiveness in combat will depend heavily on jointness, and how well the different branches of the military communicate and coordinate their efforts on the battlefield....achieving jointness in wartime requires building that jointness in peacetime."

"We must transform not only the capabilities at our disposal, but also the way we think, the way we train, the way we exercise, and the way we fight."

Donald H. Rumsfeld

1. Purpose. This instruction provides Chairman of the Joint Chiefs of Staff (CJCS) policy and guidance to the Joint Staff, combatant commands, Services, combat support agencies (CSA) and the National Guard for joint training as a means to enhance joint readiness. It takes into account real world events and challenges, including the impacts of ongoing worldwide operational taskings now incurred by US Armed Forces. It affirms the primacy of the commander's role in the areas of training and readiness as well as the importance of the combat support Agencies (CSA) in supporting the warfighting mission. This document helps prepare US forces for joint, and multinational operations across the full spectrum of military operations in an interagency environment. This policy establishes my authoritative guidance in support of combatant commanders, CSAs, Service component commanders, and Service Headquarters in conducting realistic, effective, and relevant joint training.

2. Joint Training Vision. The spectrum of conflict in which US forces may be employed spans the full range of military operations. Most of these operations will include multinational partners and nearly all will be conducted in a joint environment and will include interagency coordination. The goal must be to provide the President with a wider range of military

Joint Training Vision

Everyone required in the conduct of military operations will be trained, under realistic conditions and to exacting standards, prior to execution of those operations. People selected for joint assignments will be trained prior to reaching their duty location.

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1 options to discourage aggression or any form of coercion against the
2 United States, our allies, and our friends.

3
4 3. Activities and Events Encompassed by this Policy.

5
6 a. Individual joint training activities, (e. g. academic instruction,
7 distributed learning courses) designed to support joint activities or
8 impart joint skills.

9
10 b. CJCS and combatant command (COCOM)-sponsored collective
11 training events to include joint exercises.

12
13 c. Joint National Training Capability (JNTC) supported events.

14
15 d. Deployments for training, security cooperation, regional presence
16 and access, and training events that fall under the purview of the CJCS
17 Exercise Program for reporting purposes.

18
19 e. Joint models and simulations (M&S), seminars, and war games,
20 ranges, and training devices used to conduct or support joint training.

21
22 4. Authority for Joint Training Policy.

23
24 a. The authority for conducting joint training has evolved from the
25 Goldwater-Nichols Defense Reorganization Act of 1986, Public Law 99-
26 433. Since the enactment of Goldwater-Nichols, the authority for joint
27 training has been codified in Title 10, United States Code. Title 10 USC
28 153 states that, "subject to the authority, direction, and control of the
29 President and the Secretary of Defense, the Chairman of the Joint Chiefs
30 of Staff is responsible for developing doctrine for the joint employment of
31 the Armed Forces, formulating policies for the joint training of the Armed
32 Forces, and formulating policies for coordinating the military education
33 and training of members of the Armed Forces."

34
35 b. Title 10 USC 164(c) outlines the authority of combatant
36 commanders, and includes among the following: "giving authoritative
37 direction to subordinate commands and forces necessary to carry out
38 missions assigned to the command, including authoritative direction over
39 all aspects of military operations, joint training, and logistics. 164(c)(A);
40 and "coordinating and approving those aspects of administration and
41 support (including control of resources and equipment, internal
42 organization, and training) and discipline necessary to carry out missions
43 assigned to the command 164(c) (F).
44

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1 c. The Services are covered under Title 10 USC 165(b), which states,
2 “subject to the authority, direction, and control of the Secretary of
3 Defense and subject to the authority of commanders of the COCOMs
4 under 10 USC 164(c) of this title, the Secretary of a Military Department
5 is responsible for the administration and support of forces assigned by
6 him to a COCOM.” Additional Service training responsibilities are fixed
7 in the individual Service sections in 10 USC. Joint Publication (JP) 0-2,
8 Unified Action Armed Forces (UNAAF), tasks the Secretaries with
9 recruiting, organizing, training, and equipping interoperable forces for
10 assignment to COCOMs.

11
12 d. Paragraph D, DOD Directive (DODD) 5100.1, 25 September 1987,
13 “Functions of the Department of Defense and Its Major Components,”
14 states that the Chairman of the Joint Chiefs of Staff will “develop and
15 establish doctrine for all aspects of the joint employment of the Armed
16 Forces, and formulate policies for coordinating the military education
17 and training of members of the Armed Forces.”

18
19 5. Procedures. The procedures for implementing this policy are
20 contained in the “CJCS Joint Training Policy and Guidance,” CJCSI
21 3500.01 (series) and the “CJCS Joint Training Manual,” CJCSM 3500.03
22 (series). This instruction provides policy and guidance from the
23 Chairman of the Joint Chiefs of Staff for planning, developing,
24 conducting, and evaluating joint training events and supporting actions.
25 The Joint Training Manual describes the Joint Training System and
26 defines the methods to accomplish the goals stated in the Joint Training
27 Policy and Guidance.

28
29 6. Changes to this Policy. All recommended changes to this document
30 will be submitted to the Joint Staff (J-7) for coordination with the
31 COCOMs, Services, CSAs, and Joint Staff and must be approved by the
32 Chairman.

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ENCLOSURE B

JOINT TRAINING POLICY

1. Policy. This policy provides constancy to the joint community and enables execution of their joint training programs. As such, this policy will be reviewed periodically and revised in response to changes in National Strategic Environment or Department of Defense strategy.

2. Joint Training Policy. The Joint Training Policy for the Armed Forces of the United States is to prepare for military operations through a mission-based capability requirements training process, which includes US military, interagency, and multinational organizations. US Forces will use the Joint Training System as described in CJCSM 3500.03A, Joint Training Manual.

3. Types of Joint Training. Training methods must be matched to training requirements, and training audiences. "Training," in the context of this policy, includes training, education, and job-performance aiding and encompasses three types of joint training:

a. Individual Joint Training. Training which prepares individuals to perform duties in joint organizations (e.g., specific staff positions or functions) or to operate uniquely joint systems (e.g., joint intelligence support system). Individual joint training can be conducted by the Office of the Secretary of Defense, the Joint Staff, Defense agencies, combatant commands, Services, or the National Guard.

b. Joint Staff Training. Training which prepares individual staff members to operate as a cohesive staff or staff element (center, board, or cell operating within a JFACC for example) to accomplish their Joint Mission Essential Tasks (J/METs) to standard.

c. Collective joint training. Training which prepares a joint organizational team (e.g., Joint Force Air Component Commander (JFACC) operating with Joint Force Land Component Commander (JFLCC) and Joint Force Maritime Component Commander (JFMCC)) to accomplish required J/METs as a joint unit or force. Collective Joint Training is done as a unit or functional combination of units.

4. Levels of Joint Training. There are three levels of joint training: senior officer, staff, and force employment. For staff and force employment training there is both an individual and a collective dimension to training.

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1 a. Senior Officer training. This level of training familiarizes service
2 and military civilian senior officials (grades equivalent to O-6 through O-
3 10) with joint force employment concepts.

4
5 b. Staff training. This level of training produces fully functional
6 force commanders and staffs, at joint force and service component levels.
7 Joint Force Commanders (JFC) and staffs focus on coordinating,
8 integrating, and synchronizing assigned force capabilities. Service
9 Components Commanders and staffs focus on integrating their
10 respective force capabilities into the JFC concept of operations, in
11 concert with the other components of the force, as well as employing
12 capabilities or service forces assigned to them (i.e. JFLCC, JFACC,
13 JFMCC, JSOTF, or ARFOR, AFFOR, NAVFOR, MARFOR, etc.)

14
15 (1) Individual Staff. Individual staff training ensures that
16 individuals know the procedures necessary to function as staff members.
17 This policy provides constancy to the joint community and enables
18 execution of their joint training programs

19
20 (2) Collective Staff. Collective staff training ensures that groups
21 of individuals can function as a team. The groups may consist of
22 directorates, centers, cells, and/or boards, complete staffs (i.e. a COCOM
23 staff) or multiple staffs in concert with each other (i.e. JTF staff training
24 with JFLCC, JFACC, and/or JFMCC staff(s)).

25
26 c. Force Employment. Force employment training produces fully
27 functional weapons systems or combat support systems employment,
28 and is primarily, but not exclusively focused on tactical operations. This
29 type of training is typically conducted via field training or in simulated
30 environments.

31
32 (1) Individual Force Employment. Individual force employment
33 training ensures that individuals know the technical operating
34 instructions and the operational employment procedures necessary to
35 employ systems in military operations. This includes required technical
36 training needed to operate the equipment or system as well as the
37 operational training needed to understand the tactics, techniques, and
38 procedures.

39
40 (2) Collective Force Employment. Collective force employment
41 training ensures that individuals can operate a system or collection of
42 systems as a team.

43
44 5. Categories of Training. Categories of training are defined by the
45 membership of the training audience, with three categories: members of
46 a single service; members of more than one service; and members of a

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1 joint staff comprised of members of more than one service and a Joint
2 Force Commander. In each of these three categories, interagency and
3 multinational training can take place: as members of individual services
4 interact with members of non-DoD agencies and/or members of other
5 nations; when members of more than one US service interact with
6 members of non-DoD agencies and/or members of other nations; and
7 when members of joint force staffs interact with members and staffs of
8 non-DoD agencies and/or other nations.

9
10 a. Service Training. Military service training is based on service
11 policy and doctrine to prepare individuals and interoperable units.
12 Service training includes basic, technical, operational, and
13 interoperability training in response to operational requirements
14 identified by the COCOMs to execute assigned missions.

15
16 b. Interoperability Training. Interoperability training involves forces
17 of two or more Service components (including SOF) with no interaction
18 with a combatant commander or subordinate joint force commander or
19 joint staff. Interoperability training is based on joint doctrine and joint
20 tactics, techniques, and procedures (JTTP). When no joint doctrine or
21 JTTP exists; Service/SOF doctrine and TTP prepares forces or staffs from
22 more than one Service component to respond to operational and tactical
23 requirements identified by combatant commanders to execute their
24 assigned missions.

25
26 c. Joint Training. Military training based on joint doctrine or joint
27 tactics, techniques, and procedures to prepare individuals, joint
28 commanders, joint staff, and joint forces to respond to strategic and
29 operational requirements deemed necessary by combatant commanders
30 to execute their assigned missions. Joint training involves forces of two
31 or more Military Departments interacting with a combatant commander
32 or subordinate joint force commander; involves joint forces and/or joint
33 staffs; and or individuals preparing to serve on a joint staff or in a joint
34 organization and is conducted using joint doctrine or TTP.

35
36 6. Tenets of Joint Training. Joint Force Commanders (JFC) must
37 synchronize the actions of their assigned forces to achieve strategic and
38 operational objectives. Success depends on well-integrated forces that
39 fight as a team. The following tenets are intended to guide commanders
40 in devising their joint training programs:

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1 a. Use Joint Doctrine. Joint training will be accomplished in
2 accordance with approved joint doctrine. Joint doctrine establishes the
3 fundamentals of joint operations and the guidance on how best to
4 employ national military power to achieve strategic ends. Joint doctrine
5 provides the common terms, concepts, and perspective, which
6 fundamentally shape the way the Armed Forces of the United States plan
7 and execute joint operations. Joint doctrinal publications describe
8 common procedures and uniform operational methods from a common
9 baseline. Effective joint training
10 must be based on approved joint
11 doctrine. Joint doctrine embodies
12 the concepts likely to be employed
13 throughout the range of military
14 operations.

TENETS OF JOINT TRAINING
1. USE JOINT DOCTRINE
2. COMMANDERS ARE THE PRIMARY TRAINERS
3. MISSION FOCUS
4. TRAIN THE WAY YOU INTEND TO FIGHT
5. CENTRALIZE PLANNING, DECENTRALIZE EXECUTION
6. INTEGRATE TRAINING AND READINESS ASSESSMENTS

15
16 b. Commanders are the
17 Primary Trainers. Commanders at
18 all echelons are responsible for
19 preparing their commands to
20 accomplish assigned missions.

21 Being trained and ready is commanders' business. Joint commanders'
22 training guidance forms the basis for planning, developing, executing,
23 and assessing all joint training programs. Commanders establish joint
24 training objectives and plans, execute and evaluate joint training events,
25 and assess training proficiency and program effectiveness. They ensure
26 the programs are consistent with their assigned missions, priorities and
27 intentions, and allocated resources. In developing the training programs,
28 commanders must balance mission requirements with the potentially
29 detrimental impact of a high OPTEMPO, PERSTEMPO, and DEPTempo
30 on unit quality of life and over-tasking of low density/high demand
31 (LD/HD) assets. Senior commanders are the approving authorities for
32 the training programs of assigned subordinates. Ultimately,
33 commanders determine how well their command is prepared to
34 accomplish their assigned missions.

35
36 c. Mission Focus. The central theme of joint training is a
37 requirements-based focus on assigned missions. The intent is for each
38 combatant commander and CSA to develop training programs that focus
39 on the requirements inherent in their organizations' primary warfighting
40 missions. The Universal Joint Task List (UJTL) (CJCSM 3500.04 series)
41 provides a common language and reference for COCOMs, Services, CSAs,
42 and the Joint Staff to communicate capability requirements. Mission
43 focus provides a basis for rationalizing and prioritizing the allocation of
44 scarce resources among numerous competing demands. A successful
45 training program can be achieved when commanders consciously focus

1 their training efforts on a limited number “or” prior type of mission
2 essential tasks.

3
4 d. Train the Way You Intend to Fight. Joint training must be based
5 on realistic conditions and standards. Conditions are those variables in
6 an operational environment or situation in which a unit, system, or
7 individual is expected to operate that may significantly affect
8 performance. Conditions are organized into three broad categories:
9 physical, military, and civil, which are derived from the JFC's assessment
10 of mission-related political, economic, social, cultural, and geographic
11 implications, as well as threat, available forces, and time. Standards are
12 established, as the minimum acceptable level of performance required in
13 the execution of a particular task under a specified set of conditions. For
14 mission essential tasks of joint forces, each standard is defined by the
15 JFC and consists of a measure and criterion. The measure provides the
16 basis for describing varying levels of task performance. The criterion
17 describes the minimum acceptable level of performance associated with a
18 particular measure of task performance. The criteria are often expressed
19 as hours, days, percentages, occurrences, minutes, miles, or some other
20 command stated measure.

21
22 e. Centralize Planning, Decentralize Execution. In military
23 operations, centralized planning and decentralized execution provides
24 organizational flexibility. Decisions are made where and when necessary
25 by subordinates, consistent with available resources and the senior
26 commander's intentions, priorities, and mission objectives. Training
27 methods must mirror operational techniques. The intent is to apply
28 available resources with enough flexibility to optimize training
29 effectiveness and efficiency. This process requires an analysis of who
30 needs training and the current level of training proficiency, then selecting
31 the most effective and efficient method to accomplish the training
32 objective. Decentralization promotes bottom-up communications,
33 especially concerning mission-related strengths and weaknesses.

34
35 f. Integrate Training and Readiness Assessments. Assessment is an
36 essential element of any training program. Without an assessment of the
37 level of performance attained by the training audience over the training
38 cycle, the commander has no basis for determining the remaining
39 training requirements and associated training resource requirements.
40 The training audience may be the commander's staff or the units
41 assigned or apportioned to the commander. The commander's
42 assessment of individual or collective levels of performance in training on
43 mission essential tasks to an established standard is critical to the
44 command's overall readiness assessment. Therefore, training and
45 readiness assessments must be fully integrated to accurately describe
46 the true capability of the commands' ability to accomplish its collective

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1 J/METLs to standard. An assessment completes a capabilities-based
2 process by determining an organization's ability to meet operational
3 readiness requirements. Given the importance of assessment, an
4 additional JTS tenet has been added; "Integrate Training and Readiness
5 Assessments." These JTS tenets provide the principles upon which joint
6 training programs will be developed and managed. As the Department of
7 Defense (DOD) transforms military training, we will preserve the existing
8 high standards of excellence and manage resources efficiently to ensure
9 that our personnel are the best trained and ready forces in the world.

10

11

12

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ENCLOSURE C

JOINT TRAINING GUIDANCE

1. Purpose. This section provides guidance from the Chairman of the Joint Chiefs of Staff (CJCS) to the Joint Staff, Combatant Commands, Services, CSAs and the National Guard for planning and conducting joint training. It provides milestones for full implementation of a total force JTS, review of command training requirements and development of an effective assessment process. It also provides guidance for developing an effective joint, multinational and interagency team. This guidance is intended to remain topical in regard to the current global military environment. Therefore this guidance will be reviewed at least annually and updated as required using Change Notices to this document. This section of the Joint Training Policy and Guidance replaces CJCSI 3500.02C, Joint Training Master Plan, 14 August, 2000.

a. The intent is to derive an output-focused JTS in terms of training needed to support the combatant commander's requirements, missions, and capabilities, while preserving the ability of Services to train on their core competencies. The focus of Training Transformation is to better enable joint operations in the future, where "training" has a broader context than the traditional military definition of the term, i.e. including education, training, and job-performance aiding. The outputs of these efforts will be individuals who are better prepared to accomplish their joint duties and units which are better prepared for joint and multinational operations across the full spectrum of military operations in an interagency environment.

b. Joint training must be able to support a broad range of roles and responsibilities in military, , interagency, multinational, and intergovernmental contexts, and we must provide such training to be truly flexible and operationally effective. Training readiness will be assessed and reported, not only in the traditional joint context, but also in view of this broader range of "joint" operations. Today, we do not formally plan, assess, and report interoperability (Service-to-Service) training on a broad scale. Joint training and education will be recast as components of lifelong learning and made available to the Total Force—active, reserve, National Guard and DoD civilian. We will expand efforts to develop officers well versed in joint operational art. The interfaces between training systems and the acquisition process will be strengthened, so that training is not considered an afterthought or a bill payer. A forcing function will be established to cause consideration of training throughout the acquisition cycle.

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1
2 c. Assessments of joint training event and activity outcomes will feed
3 the plans phase of the Joint Training System planning cycle to focus
4 follow-on events in the next cycle to cover gaps in capability. In some
5 cases operational plans and associated JMETs may be revised based on
6 the assessment of training activities. Likewise, the joint training
7 assessment will feed the Commander's broader readiness assessment to
8 determine gaps and deficiencies in performing the command's J/METL to
9 standard. Through analysis of individual, staff and/or collective
10 performance of assigned or apportioned forces, the commander will be
11 better able to make recommendations for change across the broader
12 Doctrine, Organizations, Training and Education, Materiel, Leadership,
13 People and Facilities (DOTMLPF) construct.

14
15 2. Guidance.

16
17 a. Training Transformation and its associated Training
18 Transformation Implementation Plan, dated 10 June, 2003, will be fully
19 executed and supported.

20
21 b. COCOMs/Combat Support Agencies will:

22
23 (1) Determine their service component commands' joint training
24 readiness based on the training proficiency evaluations and training
25 proficiency assessments, per the assessment process outlined in
26 Enclosure F of the Joint Training Manual (CJCSM 3500.03A). The
27 combatant commanders will publish the training assessment of Joint
28 Mission Essential Tasks as Tab D to their respective Joint Training
29 Plans and use this mission training assessment as the basis to formulate
30 the Commander's Training Guidance in the next Joint Training Plan.

31
32 (2) Program for resources required to accomplish the joint
33 training of their command staffs.

34
35 (3) Execute command Joint Training Programs/Agency Training
36 Programs using the Joint Training System; required products for all
37 phases of the JTS will be completed per the timelines defined in CJCSM
38 3500.03A, Joint Training Manual for the Armed Forces of the United
39 States, dated 1 September, 2002.

40
41 (4) Beginning in FY 05, link development of J/METs to
42 operational plans, Theater Security Cooperation Plans, and Presidential /
43 SecDef directives. (Operational plans include OPLANS/ CONPLANS
44 /FUNCPLANS). Beginning in FY 06 all operational plans submitted for
45 CJCS approval will include J/METs associated to the plan.

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1 (5) Beginning in FY 05, integrate service component METs with
2 the Joint Force Commanders' J/METs. Service component METs will
3 support the JMETs developed by the appropriate joint higher
4 headquarters assigned, i.e. JTF J/METs, combatant commander
5 J/METs, etc.

6
7 (6) Beginning in FY 06, integrate service component training
8 Programs with the command's joint training program. Service
9 component training plans will support the joint training program
10 developed by the appropriate joint higher headquarters assigned, i.e. JTF
11 JMETs, combatant command JMETs, etc. Additionally, Service
12 component training programs will address the interoperability tasks
13 deemed necessary by combatant commanders to execute their assigned
14 missions.

15
16 (7) Train military commanders and staffs to operate in an
17 Interagency and Multinational environment.

18
19 (8) Provide joint training programs for their staffs, as well as the
20 forces assigned to their command.

21
22 (9) Provide J/AMETL to JFCOM for their determination of
23 common tasks for apportioned forces. Obtain, review and assess
24 readiness and inspection reports on apportioned forces to determine gaps
25 and deficiencies for focusing the planning of events in next
26 Command/Agency JTP.

27
28 (10) Ensure National Guard and Reserves-members assigned to
29 augment Joint Force Headquarters staffs are assigned to the Joint
30 Manning Document of that staff and receive appropriate individual joint
31 training.

32
33 (11) Use joint doctrine/JTTP for development of training
34 objectives.

35
36 (12) Develop integrated Active Component/Reserve Component
37 joint training programs, based on Operational Plans & TSCP.

38
39 (13) Accomplish or conduct Training Readiness Oversight (TRO)
40 of the Reserve Component (RC) forces assigned to combatant commands.

41
42 (a) TRO is the authority combatant commanders have to
43 influence the joint training and readiness of RC forces assigned to their
44 command by the Secretary of Defense in the annual "Forces For Unified
45 Commands" memorandum. TRO includes the authority to:

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1 (1) Provide guidance to Service component commanders on
2 operational requirements and priorities to be addressed in training and
3 readiness programs.

4
5 (2) Comment on Service component program recommendations
6 and budget requests.

7
8 (3) Coordinate and approve participation of RC forces in joint
9 exercises and other joint training when on active duty for training or
10 performing inactive duty for training.

11
12 (4) Obtain and review readiness and inspection reports on
13 assigned RC forces.

14
15 (5) Coordinate and review mobilization plans developed for
16 assigned RC forces.

17
18 (6) Exercise operational control (OPCON) of RC forces on active
19 duty for training or performing inactive-duty training within their
20 geographic areas of responsibility (except in CONUS, Hawaii, Alaska,
21 Puerto Rico and the US Territories) or participating anywhere in military
22 operations or joint training under their jurisdiction.

23
24 (7) Develop and implement policy guidance and assign
25 responsibilities for implementing TRO of the RC forces assigned under
26 their command.

27
28 (a) TRO provides combatant commanders authority to
29 influence RC training and readiness programs and to comment on
30 component budgetary programs in anticipation of exercising all
31 responsibilities associated with COCOM of RC units and individuals
32 when mobilized or when ordered to active duty other than for training.
33 TRO is an enabling tool for the Combatant Commander to enhance RC
34 readiness, with the objective of timely, seamless integration of RC forces
35 into joint organizations and RC augmentees onto COCOM battle staffs
36 and JTF staffs.

37
38 1. TRO is intended to support the individual Services in
39 fulfilling their Title 10 responsibility for RC forces.

40
41 2. Combatant commanders normally exercise their TRO
42 authority through their Service component commanders.

43
44 (14) Assess Chairman's Commended Training Issues (CCTI)
45 (ENCLOSURE E), and where voids and shortfalls are identified, include
46 mitigating activities in the commands' training plan. CCTIs will be closed

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1 when, in the assessment of the combatant commander, the issue has
2 been adequately addressed. CCTIs assessed as complete in the
3 command will be reported to the Joint Staff.

4
5 c. USJFCOM.

6
7 (1) General: USJFCOM provides military forces to the COCOMs
8 and serves as the joint trainer for assigned forces. USJFCOM serves as a
9 supporting command for the other combatant commanders with respect
10 to execution of their respective joint training programs.

11
12 (a) USJFCOM's mission is to maximize America's present and
13 future military capabilities through joint training, total force integration,
14 and providing assigned CONUS-based forces to support other COCOMs
15 and domestic requirements.

16
17 (b) USJFCOM, in addition to its role as a COCOM,
18 coordinates identification of joint and multinational requirements,
19 development of directives, and schedules, and provides JTS knowledge to
20 COCOMs while assisting in the identification of training requirements,
21 training methods, and development of plans, events, and evaluation of
22 training events.

23
24 (c) USJFCOM is responsible for developing and maintaining
25 the Joint National Training Capability. This capability will add
26 significant means to conduct and evaluate realistic events for joint and
27 interoperability training. As this capability matures, these tools will be
28 integrated into the USJFCOM Joint Training Program to support the joint
29 training of their assigned forces as well as support the other COCOMs
30 and service components.

31
32 (2) USJFCOM will:

33
34 (a) Provide assistance to the JS/J-7 in the preparation of the
35 Joint Training Policy and Guidance as required. USJFCOM will provide
36 inputs to the Joint Training Manual (JTM) and Universal Joint Task List
37 (UJTL), including initial coordination with COCOMs, CSAs, Services, and
38 Joint Staff for Joint Staff final coordination prior to submission to CJCS
39 for approval and signature.

40
41 (b) Review COCOM and CSA Joint/Agency Training Plans.
42 (J/ATPs). USJFCOM is the Joint Staff's agent for COCOM and CSA
43 Training Plan collection, review, and analysis. This review is designed to
44 provide feedback to the combatant commanders and provide the joint
45 training community a basis for improving future joint training plans. A

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1 report on this review will be prepared for each WJTC. Joint/Agency
2 Training Plan collection, review, and analysis is conducted to:

3
4 1. Identify common J/METs, A/METs, conditions,
5 standards, i.e. identify those tasks, conditions, and standards selected
6 by multiple COCOMs and their service components. These common
7 task, conditions, standards will form the basis for joint and
8 interoperability training events in the JFCOM Joint Training Plan. After
9 initial Thrust series in FY04/05, JNTC events will be based on
10 combatant commander and service component common J/METs to
11 established standards to best prepare joint staffs and apportioned units
12 with events that are scenario-based to those most likely to be
13 encountered (e. g. NEO, Disaster Relief, terrorists free play, and
14 planning/exercising combat operations which may not involve actual
15 force on force). Training events to be supported by JNTC will be
16 coordinated with the combatant commanders.

17
18 2. Consolidate the resource requirements identified by
19 the COCOMs and CSAs in their J/ATPs. These consolidated resources
20 will be provided to the Joint Staff J7 for coordination with the
21 appropriate resource provider.

22
23 (c) Maintain an onsite JTIMS Program Manager. The Joint
24 Staff, J-7 Program Executive provides the funding, operational
25 requirements, and strategic direction for the program. The JTIMS
26 Program Manager will work closely with Joint Staff, J7, to fulfill the
27 combatant commanders' and CSAs' requests for support associated with
28 the fielding, maintenance and eventual upgrades to JTIMS. Future
29 JTIMS versions will be an open architecture, distributed, user friendly
30 system of systems to connect the operational and training audience to
31 tools that will support preparation, rehearsal and readiness assessment
32 of joint forces in the information age. [JTIMS Enclosure TBD]

33
34 (d) Provide JTIMS training for the COCOMs, Service
35 components, and CSA's. Training is a key factor in the successful
36 integration and acceptance of this management tool within the
37 Department of Defense. USJFCOM will conduct JTIMS training using
38 the Program of Instruction (POI) developed and approved by the Joint
39 Staff. Onsite JTIMS training will be coordinated with the Joint Staff, J7,
40 and USJFCOM based on Joint Training System Support Team (JTSST)
41 availability and user requirements.

42
43 (e) Execute an Individual Joint Training Program. USJFCOM
44 will support an individual joint training program, developed by Joint
45 Staff in coordination with the COCOMs, CSAs, and Services. Focus of
46 effort is to ensure individuals assigned to joint positions/billetts are fully

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1 trained prior to arrival at their assignments. The program will also serve
2 as part of each individual's continuation training program.

3
4 (f) Provide a Program Manager for development and
5 coordination of Modeling and Simulation (M&S) Requirements.

6
7 (g) Joint Doctrine/JTTP. USJFCOM will assist the COCOMs
8 and CSAs in the development of doctrinally based training objectives
9 supporting their joint training programs.

10
11 (h) Joint Training Course Development and Management
12 Process (JTCDMP). This process provides a framework for the worldwide
13 joint community to identify joint training course requirements and to
14 develop them. The courseware requirements, development, and priorities
15 are collectively identified and monitored for JS/J7 approval through the
16 Joint Training Curriculum Working Group. Beginning FY 05 JFCOM will
17 provide and maintain a user accessible database cataloging joint courses
18 available to the joint community for individual joint training. JFCOM will
19 also develop accreditation standards for joint courses, accredit such
20 courses when applicable, and designate accredited courses in the
21 database.

22
23 (i) Provide Joint Training System training support to
24 COCOMs and CSAs. USJFCOM is intended to provide comprehensive
25 support for all four phases of the JTS. Not later than FY05, JFCOM will
26 develop and promulgate the scheduling process for JTS support and a
27 description of services provided.

28
29 (j) Provide, as required but at least annually, a report to the
30 Chairman describing emerging readiness and training trends, positive or
31 negative, in the joint community. The report should address issues
32 regarding the DOTMLPF of joint training, which, in the opinion of the
33 Commander, USJFCOM, merit visibility of the Chairman.
34 Recommendations may be included at the option of the Commander,
35 USJFCOM.

36
37 (k) Provide Joint Task Force-Civil Support (JTF-CS) and Joint
38 Technical Augmentation Cell (JTAC) training support. JFCOM will
39 develop and promulgate the scheduling process for support and a
40 description of services provided.

41
42 (l) Provide Consequence Management (CM) training. JFCOM
43 will develop and promulgate the scheduling process for support of CM
44 training and a description of services provided.

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1 (m) Conduct Joint Training Event Scheduling. USJFCOM will
2 continue to maintain the worldwide summary of joint training events,
3 which includes JTF HQs and JFC functional component training events
4 within JTIMS. USJFCOM will concentrate on balancing combatant
5 commander joint training/engagement requirements with
6 OPTEMPO/PERSTEMPO concerns of assigned forces, and coordinating
7 the scheduling of USJFCOM joint training support worldwide.
8 USJFCOM will also deconflict experimentation events scheduled for
9 conduct during joint exercises or experiments that compete for the same
10 support in order to assist with schedule deconfliction as described below
11 insuring that experimentation does not adversely impact COCOM and
12 CSA joint training programs.

13
14 (n) Commencing in FY05, USJFCOM will provide integrated
15 training and readiness assessments of assigned forces to perform
16 combatant commander common JMETS to established standards across
17 scenario based events identified by COCOMs as most likely to occur.
18 These readiness assessments will be utilized by the Joint Staff to help
19 identify resource shortfalls, by USJFCOM to focus their next JTP and by
20 the combatant commanders/agencies to focus AOR specific joint training
21 in their JPTs/ATPs.

22
23 (o) Design a standardized training Program of Instruction
24 (POI) based on COCOM requirements to train and exercise personnel that
25 could be assigned to a JTF HQ staff and functional component staffs.
26 JFCOM will develop and promulgate the scheduling process for support
27 and a description of services provided.

28
29 (p) Develop a joint POI for the joint training of JTF HQ
30 functional components (e.g., joint force air component commander
31 (JFACC), joint force land component commander (JFLCC), joint force
32 maritime component commander (JFMCC)).

33
34 d. Service Task Lists. To facilitate the linkage between Service
35 training and joint training, the Services will maintain and publish a task
36 list to complement the UJTL. The task list will provide comprehensive
37 guidance for Service components to develop mission essential task lists
38 as appropriate, and enhances the accomplishment of the respective
39 unit's mission in military operations. These lists should explain their
40 linkage to the UJTL to provide a common language for cross-referencing
41 Service tasks to joint tasks. Tools supporting these lists must be
42 compatible with JTIMS' open architecture so that common Service task
43 elements can be linked to appropriate joint tasks in the JTIMS/UJTL
44 database. Services will update this list as required and distribute to
45 each combatant commander and each CSA.

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1 3. Chairman's Commended Training Issues. CJCS Commended
2 Training Issues (CCTIs) are special-interest items developed from all-
3 source lessons learned, readiness reports, and operational assessments.
4 These issues are incorporated into this instruction to ensure appropriate
5 visibility by the COCOMs and CSAs in developing their JTPs.
6

7 a. Commanders and joint training and exercise planners should
8 consider CCTIs for special emphasis in the upcoming training cycle.
9 Moreover, each command should assess the prescribed CCTIs in relation
10 to its theater conditions as a key joint training readiness indicator.
11

12 b. CCTIs are developed from combatant commander, CSA, Service,
13 and Joint Staff inputs. The JS/J-7, Joint Exercise Division, will publish
14 a message calling for CCTI inputs for the next CCTI development cycle.
15 Current CCTIs are included in Enclosure E.
16

17 4. Milestones. See figure C-1.
18
19
20

Joint Training Cycle

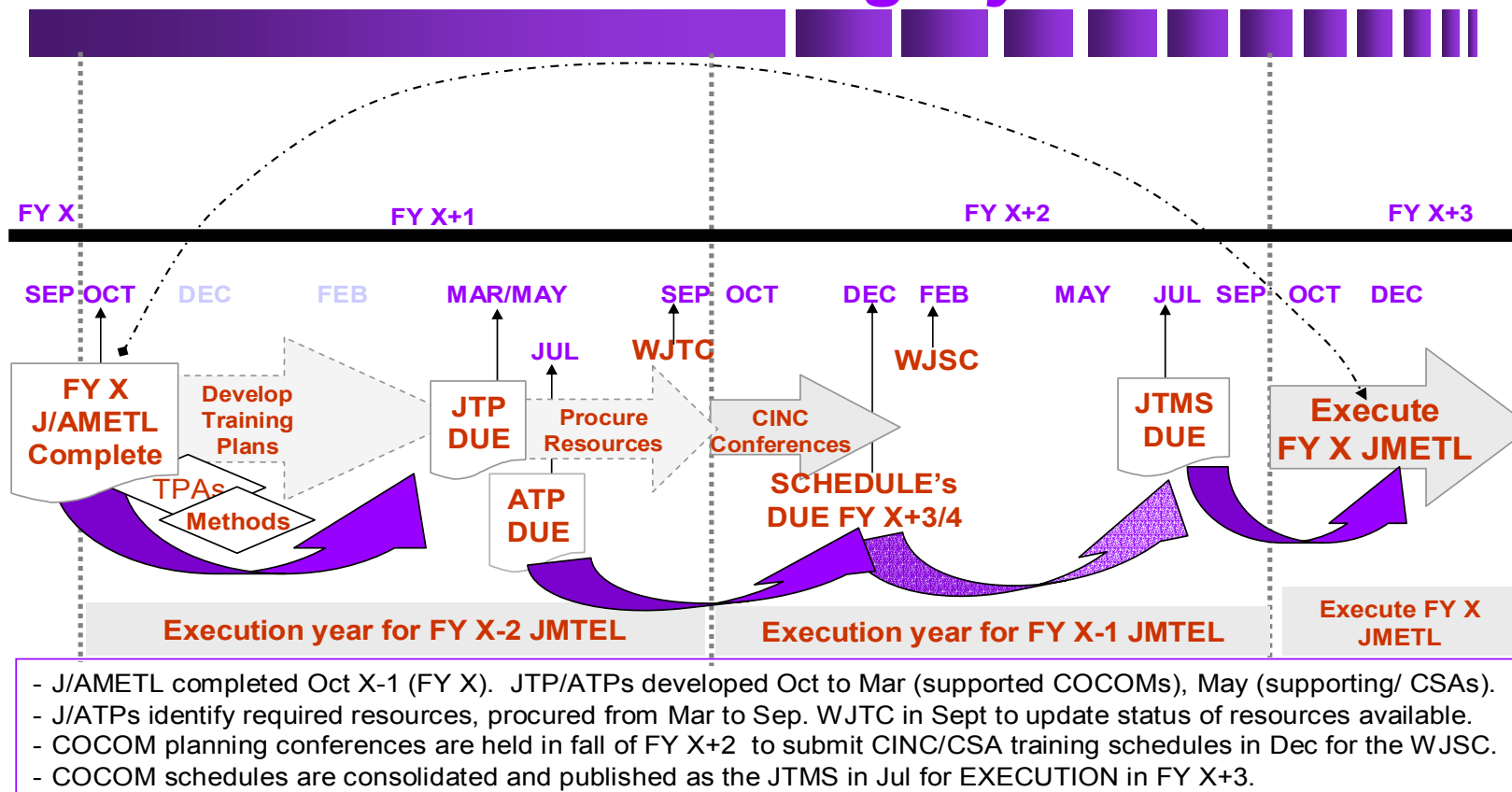


Figure C-1
Joint Training Cycle

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ENCLOSURE D

TRAINING RESPONSIBILITIES

1. Office of the Secretary of Defense (OSD). The Under Secretary of Defense for Personnel and Readiness (USD (P&R)) is responsible for overall policy and program review of training and readiness programs for military personnel and programs for the collective training of military units.

2. Chairman of the Joint Chiefs of Staff. The Chairman of the Joint Chiefs of Staff is responsible for:

a. Ensuring the necessary joint training of the Armed Forces to accomplish strategic and contingency planning and preparedness to conform to policy guidance from the President and the Secretary of Defense. (10 USC 153)

b. Advising the Secretary of Defense on the joint training priorities identified by the combatant commanders. (10 USC 153(a)(4)(A))

c. Developing doctrine for the joint employment of the Armed Forces. (10 USC 153(a)(5)(A))

d. Formulating policies for joint training of the Armed Forces. (10 USC 153(a)(5)(B))

e. Formulating policies for coordinating the military education and training of members of the Armed Forces. (10 USC 153(a)(5)(C))

f. Supervising CSAs designated by the Secretary of Defense. (10 USC 192(a)(1)(B))

g. Designating a Joint Staff focal point to monitor and coordinate joint training policy and issues with OSD, CSAs, COCOMs, Services, and the National Guard. (DODD 5100.1) The Operational Plans and Joint Force Development Directorate (J-7) are identified as that focal point. Other joint staff directorates, in collaboration with J-7 and in coordination with the COCOMs retain responsibility for assessing and recommending improvements to joint training and readiness assessment activities conducted within their respective functional areas.

h. Providing for the participation of CSAs in joint training ~~exercises~~ events and activities, assessing their performance to established

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1 standards to determine readiness and identifying resource shortfalls
2 across the DOTMLPF construct. (10 USC 193(b))
3

4 i. Establish and maintain, after consultation with the COCOMs, a
5 uniform system to assess the preparedness of the COCOMs to
6 accomplish their assigned missions. (10 USC 153(d))
7

8 j. Ensuring an optimum balance between joint experimentation
9 objectives, and training events during joint training computer assisted
10 exercise (CAX), command post exercise (CPX), and/or field training
11 exercise (FTX).
12

13 3. Joint Staff. The Joint Staff is responsible for assisting the Chairman
14 of the Joint Chiefs of Staff in:
15

16 a. Formulating policies for the joint training of the Armed Forces of
17 the United States. (J-7)
18

19 b. Managing policies for the joint doctrine and JTTP program. (J-7)
20

21 c. Approving joint terminology and standardization of terms in
22 appropriate joint training publications and directives. (J-7)
23

24 d. Formulating policies for coordinating the military education and
25 training of members of the Armed Forces of the United States, including
26 the accreditation of joint courses and courseware. (J-7)
27

28 e. Coordinating US national positions for multinational joint training
29 events. (J-5/J-7)
30

31 f. Coordinating and monitoring joint duty assignments for joint
32 training. (J-1)
33

34 g. Establishing and maintaining a database of personnel with joint
35 duty assignments and experience (J-1).
36

37 h. Coordinating the development of interagency and multinational
38 joint training requirements identified within the JTS. (J-5/J-7)
39

40 i. Monitoring the funding and resources committed to support joint
41 training and recommending changes to these levels when necessary to
42 support the combatant commanders' requirements. (J-7)
43

44 j. Assisting the combatant commanders in assessing joint training.
45 (J-7)
46

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- 1 k. Managing the CJCS Exercise Program to include the CJCS
2 Assessment Program. (J-7)
3
- 4 l. Coordinating joint simulation policy for joint training and
5 exercises. (J-7)
6
- 7 m. Coordinating and disseminating the CJCS Commended Training
8 Issues (CCTIs). (J-7)
9
- 10 n. Coordinating the development of joint logistic related training
11 requirements, including multinational logistic related training, within
12 joint training activities. (J-4/J-7)
13
- 14 o. Coordinating and overseeing joint command, control,
15 communications, computers and intelligence (C4I) education and
16 training to include joint advanced distributed learning (JADL) initiatives
17 at joint schools. (J-6/J-7)
18
- 19 p. Supporting the COCOMs, service components, and CSAs in the
20 training of the Joint Training System, including JTIMS, using a
21 standardized Program of Instruction (POI). (J-7)
22
- 23 q. Providing oversight and management of the JTS POI development
24 and execution. (J-7)
25
- 26 r. Providing for the integration of intelligence training in Chairman
27 and COCOM sponsored joint training events. (J-2)
28
- 29 s. Coordinating joint training related data into the assessment data
30 of the DOTMLPF structure. (J-8/J-7)
31
- 32 t. Coordinating joint training issues related to readiness. (J-3/J-7).
33
- 34 4. Combatant Commands (COCOMs). Unless otherwise directed by the
35 President or Secretary of Defense, the combatant commanders are
36 responsible for:
37
- 38 a. Giving authoritative direction to the subordinate commands and
39 forces necessary to carry out missions assigned to the command,
40 including authoritative direction over all aspects of joint training, and
41 logistics.
42
- 43 b. Coordinating and approving those aspects of administration and
44 support (including control of resources and equipment, internal
45 organization, and training) and discipline necessary to carry out COCOM
46 assigned missions. The Services are responsible for the actual

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1 administration and support of assigned forces, including control of
2 resources and equipment, internal organization, training, and discipline
3 of assigned forces necessary to carry out assigned missions.

4
5 c. Coordinating and approving, as appropriate and available, forces
6 for training in support of other combatant commanders' requirements.

7
8 d. Ensuring that, whenever undertaking exercises or other activities
9 with the military forces of nations in another combatant commander's
10 area of responsibility (AOR), those exercises and activities, and their
11 attendant command relationships, will be mutually agreed among the
12 commanders.

13
14 e. Designating an office of primary responsibility (OPR) for joint
15 training.

16
17 f. Documenting COCOM joint training requirements through the
18 development of a command J/METL with associated conditions and
19 standards.

20
21 g. Developing, updating, and publishing annually command joint
22 training plans and joint training schedules.

23
24 h. Geographic Commands. Forwarding copies of annual revisions to
25 command J/METL to supporting commands, agencies, and the
26 USJFCOM annually in October. Forwarding COCOM JTP, including the
27 command J/METL, to supporting combatant commanders, Agencies,
28 USJFCOM, and the Joint Staff annually in March.

29
30 i. Functional Commands and Joint Organizations. Forwarding JTPs,
31 including the command J/METL, to supported combatant commanders,
32 CSAs, USJFCOM, and the Joint Staff annually in May.

33
34 k. Evaluating the effectiveness of specific training events conducted
35 under their training plans.

36
37 l. Assessing the overall effectiveness of JTP in training to their
38 command's J/METL. Assessing the adequacy of their J/METL in
39 describing their tasked missions.

40
41 m. Submitting JAARs for all operations and select CJCS Joint
42 Training Events.

43
44 n. Reporting program and resource shortfalls in a DOTMLPF
45 construct and the impact these shortfalls have on the command's ability
46 to accomplish its joint training requirements.

1
2 o. Developing operational plans using UJTL tasks to provide direct
3 connectivity to J/METL development and mission training requirements.
4

5 p. Reporting joint training, exercises, JTF HQs organization, joint
6 doctrine, joint deliberate planning, and joint force commander's
7 assessment in the JQRR IAW CJCSI 3401.01C, Chairman's Readiness
8 System, 1 October, 2002.
9

10 q. Providing Training and Readiness Oversight (TRO) of the Reserve
11 Component (National Guard and Reserve Forces). TRO is the authority
12 combatant commanders exercise over assigned Reserve Components (RC)
13 forces when not on active duty or when on active duty for training.
14

15 r. When it is necessary to introduce experimentation events into
16 joint training exercises, combatant commanders will use care to ensure
17 that exercise participants understand that doctrinal deviations are for
18 experimentation purposes, may and may not change doctrine and
19 procedures for future operations.
20

21 5. Service Component Commands. Service component commanders'
22 responsibilities are derived from their roles in fulfilling the Services'
23 support function. Service component commanders are responsible to the
24 JFC for:
25

26 a. Developing Service Component Mission Essential Task Lists
27 supporting their combatant commanders' J/METL.
28

29 b. Conducting joint training.
30

31 c. Conducting interoperability training, based on the operational
32 requirements of combatant commander.
33

34 d. Training, as directed, components of other Services in joint
35 operations for which the Service component commander has or may be
36 assigned primary responsibility, or for which the Service component's
37 facilities and capabilities are suitable.
38

39 e. Developing budget requests to support joint training.
40

41 f. Providing, as requested, supporting joint and interoperability
42 training plans supporting the combatant command JTP.
43

44 g. Training in own Service doctrine, tactical methods, and
45 techniques.
46

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1 6. US Joint Forces Command (USJFCOM).

2
3 a. Serving as the lead agent for Joint Force Training. USJFCOM
4 responsible to the Chairman of the Joint Chiefs of Staff for:

5
6 (1) Supporting the combatant commanders' and CSAs in their
7 implementation of the Chairman's Joint Training Policy and Guidance
8 and the execution of their joint training programs.

9
10 (2) Managing the combatant commanders' portion of the
11 Chairman of the Joint Chiefs of Staff exercise program, conducting and
12 assessing joint and multinational training and exercises for assigned
13 forces, and assisting the Chairman of the Joint Chiefs of Staff, other
14 combatant commanders, and Service Chiefs in their preparations for
15 joint and combined operations.

16
17 (a) Establishing joint training programs for assigned forces
18 that produce joint staffs and joint force packages capable of
19 accomplishing common mission essential tasks under conditions and to
20 standards established by the combatant commanders who may employ
21 them.

22
23 (b) After initial stand-up demonstration series of Thrust
24 events for JNTC, commencing in FY05, use JNTC to focus joint training
25 activities on assigned forces performing these common tasks in scenarios
26 most likely with regard to future operational employment (e. g. NEO,
27 Disaster Relief, terrorist free play and combat ops).

28
29 (3) Providing joint training for and/or assistance with the joint
30 training of Combatant Commander battle staffs, joint task force (JTF)
31 headquarters (HQ) staffs, and JTF functional component commanders
32 and their staffs. Designing standardized joint training processes and
33 programs for JTF HQ and functional component joint training events in
34 support of geographic combatant commander requirements.

35
36 (4) Conducting joint and supporting component interoperability
37 training of assigned forces that may operate as part of joint/combined
38 task forces in support of combatant commander requirements.

39
40 (5) Coordinating and scheduling joint exercises and training
41 events for assigned forces, as well as deconflicting the participation of
42 forces in worldwide joint exercises and training events in support of
43 combatant commander's requirements.

44
45 (6) Providing Joint Training System expertise to the Joint Staff,
46 other COCOMs, Services, and Defense agencies to support identification

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1 of joint training requirements and methods, development of joint training
2 plans, the execution of joint exercises and training events, and
3 Joint/Agency Training Plan (ATP) collection, review, and analysis.

4
5 (7) Providing expertise, advisory support, and strategic planning
6 support within the joint training community on joint training-related
7 modeling and simulation issues.

8
9 (8) Coordinating and providing consequence management
10 support for combatant command training events and exercises.

11
12 b. Serving as the lead Joint Force Integrator, for combining Service
13 and Defense agency capabilities to enhance interoperability and joint and
14 combined capabilities by recommending changes in doctrine,
15 organization, training, materiel, leadership and education, personnel,
16 and facilities, USJFCOM is responsible to the CJCS for:

17
18 (1) Supporting the development and integration of fully
19 interoperable systems and capabilities, including command, control,
20 communications, computers and intelligence, surveillance and
21 reconnaissance (C4ISR), for joint warfighting.

22
23 (2) Serving as the DOD Executive Agent, and functionally
24 responsible to the Chairman of the Joint Chiefs of Staff, for Joint
25 Warfighting Experimentation. In coordination with the Joint Staff,
26 Service, other COCOM, and Defense agencies, as appropriate, creating
27 and exploring new joint warfighting concepts as well as planning,
28 designing, preparing, and assessing a program of joint warfighting
29 experimentation. When it is necessary to introduce experimentation
30 events into joint training exercises, combatant commanders will use care
31 to ensure that exercise participants understand that doctrinal deviations
32 are for experimentation purposes, may and may not change doctrine and
33 procedures for future operations.

34
35 (3) Supporting the Chairman of the Joint Chiefs of Staff joint
36 doctrine program, including providing recommendations to the Chairman
37 of the Joint Chiefs of Staff for the development, assessment, distribution,
38 and maintenance of joint tactics, techniques and procedures, and
39 doctrine publications. Additionally, USJFCOM will coordinate/develop
40 signature-ready below the line doctrine publications for forwarding to the
41 joint staff for review, approval, and signature.

42
43 (4) Serving as the Joint Deployment Process Owner for the
44 Department of Defense, responsible for maintaining the global capability
45 for rapid and decisive military force power projection.

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1 (a) Coordinate and develop common joint tasks in support of
2 geographic combatant commander requirements.

3
4 (b) Train assigned commanders, staffs, and individuals to
5 those common tasks, under common conditions, and to specific
6 coordinate standards.

7
8 c. Serving as the Joint Force Provider of assigned CONUS-based
9 forces, USJFCOM is responsible for deploying trained and ready joint
10 forces and providing operational and intelligence support from assigned
11 forces in response to the requirements of supported combatant
12 commanders.

13
14 7. US Special Operations Command. USSOCOM has Service-like
15 training responsibilities under Title 10 USC 167.

16
17 a. USSOCOM training responsibilities in support of the NMS
18 include:

19
20 (1). Training assigned forces

21
22 (2). Validating training requirements

23
24 (3). Ensuring combat readiness of assigned forces

25
26 (4). Ensuring interoperability of equipment and forces

27
28 (5). Monitoring the preparedness of special operations forces
29 (SOF) assigned to other COCOMs to conduct their assigned mission

30
31 b. USSOCOM joint force integrator (JFI) responsibilities include:

32
33 (1). Development of common special operations joint tasks

34
35 (2). Train commanders, staffs, and individuals to those common
36 tasks, under common conditions, and to specific coordinate standards.
37 This responsibility is similar to the USJFCOM responsibility as the joint
38 force integrator for conventional assigned forces.

39
40 8. Services. Subject to the authority, direction, and control of the
41 Secretary of Defense and Title 10 USC provisions applicable to the
42 COCOMs, the Secretaries of the Military Departments are responsible for:

43
44 a. Training and equipping of personnel to provide interoperable
45 forces for assignment to COCOMs.

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1 b. Supporting combatant commanders and component commanders
2 in training forces assigned to the COCOMs.

3
4 c. Developing and preparing Service publications to support the
5 conduct of joint training at the Service level. Service doctrine and
6 publications must be consistent with approved joint doctrine. Service
7 capabilities and missions may dictate unique perspectives, while
8 remaining consistent with the principles of joint doctrine.

9
10 d. Designating an OPR for joint training.

11
12 e. Depicting Service funding in support of the CJCS Exercise
13 Program (incremental funding) in a separate funding line in their
14 budgets.

15
16 9. Combat Support Agencies (CSAs). The Combat Support Agencies
17 referred to in this paragraph are the Defense Intelligence Agency (DIA),
18 Defense Threat Reduction Agency (DTRA), Defense Information Systems
19 Agency (DISA), Defense Logistics Agency (DLA), National Imagery and
20 Mapping Agency (NIMA), Defense Contracting Management Agency
21 (DCMA), and National Security Agency (NSA). Combat Support Agencies
22 are responsible for:

23
24 a. Developing a customer-based plan detailing their training
25 objectives to meet specific COCOM J/METL training requirements. This
26 is normally done through development of an organization Agency Mission
27 Essential Task List (A/METL) and an ATP. Developed A/METLs should
28 be closely linked to the supported COCOMs' J/METLs. Accordingly,
29 exercise participation by these agencies should be scheduled and
30 published within the respective supported command's JTPs, the
31 respective CSA's ATP, and the Joint Training Master Schedule (JTMS).

32
33 b. Forwarding ATPs and A/METLs will be forwarded to supported
34 combatant commanders, the USJFCOM, and the Joint Staff annually in
35 July.

36
37 10. The National Guard Bureau is responsible for:

38
39 a. Serving as the channel of communications on all joint matters
40 pertaining to the National Guard (Army and Air National Guard) between
41 the Joint Staff, the COCOMs and the Combat Support Agencies and the
42 Army and Air National Guard Directorates, and the States/Territories.

43
44 b. Prescribing the joint training discipline and joint training
45 requirements, in accordance with Joint Training Policy, for the Army and
46 Air National Guard.

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1
2 c. Ensuring the Army and Air National Guard units and personnel
3 are trained by the states in accordance with DoD Directive 1322.18, and
4 this instruction in order to provide forces, units and personnel trained to
5 support joint operations.

6
7 d. Monitoring and assisting the states in the organization,
8 maintenance, training, and operation of National Guard units and
9 personnel (Army and Air National Guard) so as to provide trained and
10 ready forces (units and personnel) in support of COCOM missions, at the
11 unit, JTF, and COCOM staff levels.

12
13 e. Facilitating and support the joint education and training of
14 members of the National Guard to meet the operational requirements of
15 the combatant commanders.

16
17 f. Supervising and administering the Active Guard and Reserve
18 program as it pertains to assigning officers and non-commissioned
19 officers to the Joint Staff, COCOMs, and standing JTFs.

ENCLOSURE E

CHAIRMAN'S COMMENDED TRAINING ISSUES

- Joint Close Air Support
- Time Critical Targeting
- Joint Fires
- Focused Logistics
- Joint Deployment Planning and Execution
- Counter terrorism
- Interoperability
- Joint Combat Identification
- Joint Command and Control/SFJHQ operations
- Consequence Management
- Phase IV Operations

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ENCLOSURE F

JOINT TRAINING DOCUMENTS

1. This instruction serves as the capstone document providing CJCS guidance delineated in the Joint Training Manual (JTM), CJCS Manual (CJCSM) 3500.03. It affirms a capability requirements-based Joint Training System (JTS) and requires commanders to analyze their missions, to develop operational plans and derive Joint Mission Essential Tasks based on those missions. Commanders will use the tasks in the Universal Joint Task List (UJTL), CJCSM 3500.04 (with classified supplement) and Service Task Lists (STL) to document their commands' capability requirements for accomplishing those missions.

2. The figure below represents the hierarchy of joint training publications with the Joint Training Manual providing detailed guidance on the development of joint training plans and providing more specific joint training guidance with specific timelines for deliverables.



Figure F-1
Key Documents

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ENCLOSURE F

GLOSSARY

PART I ACRONYM

1		
2		
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7	PART I ACRONYM	
8		
9	AAR	after action review
10	ACTD	advanced concept technology demonstration
11	ADL	advanced distributed learning
12	ADLN	advanced distributed learning network
13	AMETL	agency mission essential task list
14	AOR	area of responsibility
15	ASCIET	all services combat identification evaluation
16		team
17	ATP	Agency Training Plan
18		
19	C4I	command, control, communications,
20		computers, and intelligence
21	C4ISR	command, control, communications,
22		computers, and intelligence surveillance and
23		reconnaissance
24	CAX	computer assisted exercise
25	CCTI	CJCS Commended Training Issues
26	CJCS	Chairman of the Joint Chiefs of Staff
27	CJCSI	CJCS instruction
28	CJCSM	CJCS manual
29	CM	Consequence Management
30	CNA	Center Naval Analysis
31	COCOM	Command authority
32	CONUS	continental United States
33	CPG	Contingency Planning Guidance
34	CPX	command post exercise
35	CSA	combat support agency
36		
37	DEPTempo	deployment tempo
38	DIA	Defense Intelligence Agency
39	DCMA	Defense Contracting Management Agency
40	DISA	Defense Intelligence Surveillance Agency
41	DTRA	Defense Threat Reduction Agency
42		
43	DOCNET	doctrine network education and training
44	DOD	Department of Defense

1	DOTMLPF	Doctrine, Organizations, Training and
2		Education, Materiel, Leadership, People and
3		Facilities
4	DJTI	distributed joint training initiative
5	DPG	Defense Planning Guidance
6	DOD	Department of Defense
7	DODD	Department of Defense Directive
8	DOS	Department of State
9	FOC	Final Operational Capability
10	FTX	field training exercise
11	FY	fiscal year
12	GSORTS	Global Status of Resources and Training
13		System
14	HQ	headquarters
15	IOC	Initial Operational Capability
16	J-1	Manpower and Personnel Directorate, Joint
17		Staff
18	J-2	Intelligence Directorate, Joint Staff
19	J-3	Operations Directorate, Joint Staff
20	J-4	Logistics Directorate, Joint Staff
21	J-5	Strategic Plans and Policy Directorate, Joint
22		Staff
23	J-6	Command, Control, Communications, and
24		Computer Systems Directorate, Joint Staff
25	J-7	Operational Plans and Joint Force
26		Development Directorate, Joint Staff
27	J-8	Force Structure, Resources, and Assessment
28		Directorate, Joint Staff
29	JAAR	Joint After-Action Report
30	JAARS	Joint After-Action Reporting System
31	JADL	Joint Advance Distributed Learning
32	J/ATP	Joint/Agency Training Plan
33	JCET	joint combined exchange training
34	JCLL	Joint Center for Lessons Learned
35	JDEIS	Joint Doctrine Electronic Information System
36	JDL	Joint Digital Library
37	JDOL	Joint Doctrine Operations Laboratory
38	JE	Joint Experimentation
39	JEL	Joint Electronic Library
40	JELC	Joint Event Life Cycle
41	JFACC	Joint Force Air Component Commander
42	JFLCC	Joint Force Land Component Commander
43	JFMCC	Joint Force Maritime Component Commander
44	JFC	Joint Force Commander
45	JFI	Joint Force Integrator
46	JLLP	Joint Lessons Learned Program

1	JMET	Joint Mission Essential Task
2	J/METL	Joint Mission Essential Task List
3	JNTC	Joint National Training Capability
4	JPME	Joint Professional Military Education
5	JQRR	Joint Quarterly Readiness Review
6	JSCP	Joint Strategic Capabilities Plan
7	JSIMS	Joint Simulation System
8	JTAC	Joint Technical Augmentation Cell
9	JTASC	Joint Training and Simulation Center
10	JTF	Joint Task Force
11	JTM	Joint Training Manual
12	JTMP	Joint Training Master Plan
13	JTMS	Joint Training Master Schedule
14	JTP	Joint Training Plan
15	JTS	Joint Training System
16	JTTP	Joint Tactics, Techniques, And Procedures
17	JV	Joint Vision
18	JVLE	Joint Virtual Learning Environment
19	JWE	Joint Warfighting Experimentation
20	JWFC	Joint Warfighting Center
21	JWID	Joint Warrior Interoperability Demonstrations
22	LD/HD	Low Density/High Demand
23	L-V-C	Live Virtual and Constructive
24	M&S	Modeling and Simulation
25	MFP	Major Force Program
26	MTG	Master Training Guide
27	MTW	Major Theater War
28	NATO	North Atlantic Treaty Organization
29	NGO	Nongovernmental Organization
30	NIMA	National Imagery and Mapping Agency
31	NMS	National Military Strategy
32	NSA	National Security Agency
33	NSS	National Security Strategy
34	OPA	Office of Primary Assistance
35	OPR	Office of Primary Responsibility
36	OPFOR	Opposing Force
37	OPTEMPO	Operations Tempo
38	OSD	Office of the Secretary of Defense
39	PERSTEMPO	Personnel Tempo
40	POI	Program of Instruction
41	PVO	Private Voluntary Organization
42	RC	Reserve Components
43	SSCO	Small Scale Contingency Operation
44	STL	Service Task Link
45	SOF	Special Operations Forces
46	SOP	Standing Operating Procedures

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1	STAFFEX	Staff Exercise
2	STANAG	Standardization Agreement
3	TLAM	Tomahawk Land Attack Missile
4	TOR	Terms of Reference
5	TRO	Training and Readiness Oversight
6	UJTL	Universal Joint Task List
7	UNAAF	Unified Action Armed Forces
8	USC	United States Code
9	USCENTCOM	United States Central Command
10	USD (P&R)	Under Secretary of Defense for Personnel and
11		Readiness
12	USEUCOM	United States European Command
13	USG	United States Government
14	USJFCOM	United States Joint Forces Command
15	USNORTHCOM	United States Northern Command
16	USPACOM	United States Pacific Command
17	USSOCOM	United States Special Operations Command
18	USSOUTHCOM	United States Southern Command
19	USSPACECOM	United States Space Command
20	USSTRATCOM	United States Strategic Command
21	USTRANSCOM	United States Transportation Command
22	WJTC	Worldwide Joint Training Conference
23	WWSC	Worldwide Scheduling Conference

PART II—DEFINITIONS

after-action review. 1. A process designed to provide commanders direct feedback on the accomplishment of selected joint mission essential tasks, conditions, and standards stated in terms of training objectives for the commander to evaluate training proficiency. 2. An analytical review of training events that enables the training audience, through a facilitated professional discussion, to examine actions and results during a training event. Also called AAR.

assessment. See Training assessment and Training Proficiency Assessment. [Definition to be updated]

chairman of the joint chiefs of staff joint training master plan. A plan developed and updated by the Chairman of the Joint Chiefs of Staff (CJCS) that provides planning guidance. The plan includes, as a minimum, CJCS guidance, and CJCS Commended Training Issues. Also called JTMP. [Definition to be updated]

chairman of the Joint Chiefs of Staff Joint Training Master Schedule. A schedule of the Chairman of the Joint Chiefs of Staff (CJCS) exercise program events that integrates the joint training schedules of the COCOMs, Defense Threat Reduction Agency, and the schedule of the CJCS-sponsored exercises. The schedule includes, as a minimum, exercise summaries for the program year and the following 5 years. Also called JTMS.

combatant command joint training schedule. A resource constrained program developed and updated annually by the COCOM staff that integrates the COCOMs' joint training plans and the schedule of the combatant commander-sponsored exercises. The schedule normally includes exercise summaries for the program year as well as proposed summaries for the following 5 years.

combatant command joint training plan. A plan developed and updated annually by each combatant commander that defines the strategy for training assigned forces (training audience) in joint doctrine and tactics, techniques, and procedures to accomplish the mission requirements over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources.

command-linked tasks. Discrete events or actions designated by a joint force commander that must be performed by commands and agencies

1 outside the command authority of the joint force, if the joint force is to
2 successfully perform its missions. Command linked tasks are normally
3 scheduled for training, evaluated, and assessed by the organization
4 providing the support. [Definition to be updated]

5
6 conditions. Those variables of an operational environment or situation in
7 which a unit, system, or individual is expected to operate that may affect
8 performance.

9
10 crisis action planning. 1. The Joint Operation Planning and Execution
11 System process involving the time-sensitive development of joint
12 operation plans and orders in response to an imminent crisis. Crisis
13 action planning follows prescribed crisis action procedures to formulate
14 and implement an effective response within the time frame permitted by
15 the crisis. 2. The time-sensitive planning for the deployment,
16 employment, and sustainment of assigned and allocated forces and
17 resources that occurs in response to a situation that may result in actual
18 military operations. Crisis action planners base their plan on the
19 circumstances that exist at the time planning occurs.

20
21 critical supporting task. Definition to be updated.

22
23 criterion. The minimum acceptable level of performance associated with
24 a particular measure of task performance. It is often expressed as hours,
25 days, percent, occurrences, minutes, miles, or some other command
26 stated measure.

27
28 deliberate planning. 1. The Joint Operation Planning and Execution
29 System process involving the development of joint operation plans for
30 contingencies identified in joint strategic planning documents.
31 Conducted principally in peacetime, deliberate planning is accomplished
32 in prescribed cycles that complement other Department of Defense
33 planning cycles in accordance with the formally established joint
34 strategic planning system. 2. A planning process for the deployment
35 and employment of apportioned forces and resources that occurs in
36 response to a hypothetical situation. Deliberate planners rely heavily on
37 assumptions regarding the circumstances that will exist when the plan is
38 executed.

39
40 essential task. Tasks based on mission analysis and approved by the
41 commander that are absolutely necessary, indispensable, or critical to
42 the success of a mission.

43
44 evaluation. An evaluation is tied to a specific training event. Evaluation
45 is an internal command responsibility, intended to determine whether
46 specific training objectives were met.

1
2 exercise. A military maneuver or simulated wartime operation involving
3 planning, preparation, and execution. It is carried out for the purpose of
4 training, assessment, and evaluation.

5
6 exercise objective. Specific statement of purpose, guidance, and/or
7 direction for an exercise.

8
9 implied task. A task that is not stated but necessary to do the mission.

10
11 individual joint training. Training offered to prepare individuals to
12 perform duties in joint organizations or to operate uniquely joint systems
13 (e.g., joint intelligence support system). Individual joint training can be
14 joint academic courses or other organizational training conducted by the
15 Office of the Secretary of Defense, defense agency, COCOM, or Service.

16
17 interagency/intergovernment training. Military training to prepare
18 interagency and/or international decision makers and supporting staffs
19 to respond to NCA-approved mandates. Interagency and
20 intergovernment training is based on NCA-derived standing operating
21 procedures, as applicable.

22
23 interagency operations. Operations in which government or
24 nongovernment agencies interact with the Armed Forces of the United
25 States. These agencies may include the National Security Council,
26 headquarters of operating elements of the Departments of State and
27 Transportation, the Central Intelligence Agency, and the Adjutants
28 General of the 50 states and four territories; other US government
29 agencies; agencies of partner nations; nongovernmental organizations;
30 regional and international organizations such as the NATO and the UN;
31 and the agencies of the host country.

32
33 interoperability. The ability of systems, units or forces to provide
34 services to and accept services from other systems, units, or forces and
35 to use the services so exchanged to enable them to operate effectively
36 together.

37
38 interoperability training. Military training based on joint doctrine or joint
39 tactics, techniques, and procedures, or where no joint doctrine/JTTP
40 exists on service/SOF doctrine/TTP, to prepare forces or staffs from more
41 than one service component to respond to operational and tactical
42 requirements deemed necessary by combatant commanders to execute
43 their assigned missions. Interoperability training involves forces of two
44 or more service components (including SOF) with no interaction with a
45 combatant commander or subordinate joint force commander or joint
46 staff; and is conducted using joint doctrine or joint tactics, techniques,

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1 and procedures, or where no joint doctrine/JTTP exists on service/SOF
2 doctrine/TTP.

3
4 issue. A shortcoming or deficiency identified during training,
5 experimentation, evaluations, assessments, or operations that preclude
6 performance to standard and requires focused problem solving. Defined
7 and analyzed in terms of doctrine, organization, training, education,
8 materiel, leadership, and personnel to facilitate correction and validation.

9
10 joint after-action report. A written report consisting of joint universal
11 lessons learned that provides the official description of an operational
12 training event and identifies significant lessons learned. Also called
13 JAAR.

14
15 joint combined exchange training. Joint combined exchange training
16 (JCET) is an overseas, combined training event primarily designed to
17 benefit US Special Operation Forces METL/J/METL training, may be
18 joint, utilizes 2011 reporting procedures, is Major Force Program (MFP)
19 11 funded, uses no foreign military assistance funds, and is prioritized
20 through the theater combatant commander, coordinated through the US
21 ambassador and DOS, and approved by the SECDEF. Also called JCET.

22
23 joint exercise. A joint military maneuver, simulated wartime operation,
24 or other CJCS/combatant commander-designated event involving
25 planning, preparation, execution, and evaluation. A joint exercise
26 involves forces of two or more Military Departments interacting with a
27 combatant commander or subordinate joint force commander; involves
28 joint forces and/or joint staffs; and is conducted using joint doctrine or
29 joint tactics, techniques, and procedures.

30
31 joint event life cycle. Describes the design, planning, preparation,
32 execution, and evaluation and reporting stages required to successfully
33 execute a discrete training event.

34
35 joint mission essential task. A mission task selected by the joint force
36 commander deemed essential to mission accomplishment and defined
37 using the common language of the universal joint task list in terms of a
38 task. Force providers will also select additional tasks in accordance with
39 their joint training mission for assigned combatant headquarters and
40 forces and deemed essential to the mission of the combatant
41 headquarters and forces. Also called JMET.

42
43 joint mission essential task list. A list of joint mission essential tasks
44 selected by a commander to accomplish an assigned or anticipated
45 mission. A joint mission essential task list includes associated tasks,

1 conditions, and standards and requires the identification of command
2 linked and supporting tasks. Also called J/METL.

3
4 Joint Professional Military Education. That portion of professional
5 education concentrating on the instruction of joint matters. Also called
6 JPME.

7
8 joint training. Military training based on joint doctrine or joint tactics,
9 techniques, and procedures to prepare joint forces and/or joint staffs to
10 respond to strategic and operational requirements deemed necessary by
11 combatant commanders to execute their assigned missions. Joint
12 training involves forces of two or more Military Departments interacting
13 with a combatant commander or subordinate joint force commander;
14 involves joint forces and/or joint staffs; and is conducted using joint
15 doctrine or joint tactics, techniques, and procedures.

16
17 joint training objective. A statement that describes the desired outcome
18 of a joint training activity. Training objectives are derived from joint
19 mission essential tasks, conditions, and standards.

20
21 lesson learned. 1. A technique, procedure, or practical solution that
22 allowed the task to be accomplished to standard based upon an
23 identified shortcoming or deficiency within a specific command or
24 circumstance that may be applicable to others in similar circumstances.
25 2. A changed behavior based upon previous experiences that
26 contributed to mission accomplishment.

27
28 master training guide. A collection of tasks and associated conditions
29 and standards usually for a specific joint organization. Tasks are derived
30 from joint doctrine and are grouped on a mission and/or functional basis
31 to support organizational training. Also called MTG.

32
33 measure. Provides the basis for describing varying levels of task
34 performance.

35
36 military training. The instruction of personnel to enhance their capacity
37 to perform specific military functions and tasks; the exercise of one or
38 more military units conducted to enhance their combat readiness.

39
40 mission. 1. The task, together with the purpose, that clearly indicates
41 the action to be taken and the reason therefore. 2. In common usage,
42 especially when applied to lower military units, a duty assigned to an
43 individual or unit; a task. 3. An assignment with a purpose that clearly
44 indicates the action to be taken and the reason therefore.

1 mission proficiency assessment. A commander's subjective assessment
2 of the command's ability to perform assigned missions.

3
4 multinational exercises. Exercises that train and evaluate US and other
5 national forces or staffs to respond to requirements established by
6 multinational force commanders to accomplish their assigned missions.

7
8 multinational operations. A collective term to describe military actions
9 conducted by forces of two or more nations, typically organized within
10 the structure of a coalition or alliance.

11
12 multinational training. Military training based on allied and/or coalition,
13 joint, and/or Service doctrine, as applicable, to prepare personnel or
14 units for multinational operations in response to National Command
15 Authorities directives.

16
17 operation. A military action or the carrying out of a strategic, tactical,
18 Service, training, or administrative military mission; the process of
19 carrying on combat, including movement, supply, attack, defense, and
20 maneuvers needed to gain the objectives of any battle or campaign.

21
22 Professional Military Education. The systematic instruction of
23 professionals in subjects that will enhance their knowledge of the science
24 and art of war. Also called PME.

25
26 program of instruction. A series of related lessons designed to satisfy a
27 specific joint training requirement (e.g., joint task force headquarters).

28
29 Service training. Military training based on Service policy and doctrine to
30 prepare individuals and interoperable units. Service training includes
31 basic, technical, operational, and interoperability training in response to
32 operational requirements deemed necessary by the COCOMs to execute
33 assigned missions.

34
35 specified task. A task explicitly stated and assigned.

36
37 standard. The minimum acceptable proficiency required in the
38 performance of a task. For mission essential tasks of joint forces, each
39 task standard is defined by the joint force commander and consists of a
40 measure and criterion.

41
42 standing operating procedure. A set of instructions covering those
43 features of operations that lend themselves to a definite or standardized
44 procedure without loss of effectiveness. The procedure is applicable
45 unless ordered otherwise. Also called SOP.

1 supporting task. Specific activities that contribute to accomplishment of
2 a joint mission essential task. Supporting tasks associated with a
3 command or agency's mission essential task list are accomplished by the
4 joint staff or subordinate commands or agencies. [Definition to be
5 updated]

6
7 task. A discrete event or action that enables a mission or function to be
8 accomplished by individuals or organizations.

9
10 task performance observations. For joint training, a listing of a training
11 audience, training objectives, observer reports, and an executive
12 summary for the commander to review and make a training proficiency
13 evaluation.

14
15 training assessment. An analytical process used by commanders to
16 determine an organization's current levels of training proficiency on
17 mission essential tasks. This process also supports the Chairman of the
18 Joint Chiefs of Staff's and combatant commanders' cumulative
19 assessments of overall joint readiness.

20
21 training evaluation. The process used to measure the demonstrated
22 ability of the training audience to accomplish specified training
23 objectives.

24
25 training proficiency assessment. Derived from the primary trainer's
26 subjective assessment of an organization by comparing collective training
27 proficiency evaluations and other training inputs over time, against joint
28 mission essential tasks, conditions, and standards (also called TPA).
29 [Definition to be updated]

30
31 training proficiency evaluation. An objective evaluation of an
32 organization's performance with respect to training objectives. They are
33 produced during the execution phase of the joint training system (also
34 called TPE).

35
36 war game. A simulation, by whatever means, of a military operation
37 involving two or more opposing forces, using rules, data, and procedures
38 designed to depict an actual or assumed real life situation.

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